



U.S. ARMY

# FY07 Performance Budget Annual GPRA Plan



Assistant Secretary of the Army for  
Financial Management and Comptroller

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# **The Army's Fiscal Year 2007 Performance Budget**

## **Annual Government Performance Results Act (GPRA)**

### **Strategic Overview**

#### ***Introduction:***

In the four years since the terrorist attacks on the nation, the international security environment has changed dramatically. As a result, Army commitments have increased both at home and abroad. With the support of Congress, the President, and the Secretary of Defense, the Army has increased our capabilities to deal with the challenges we face today and accelerated preparation for those we will face tomorrow.

The American Soldier remains at the forefront of operations in the war on terrorism. The Soldier will remain the ultimate combination of sensor and shooter. We must strive every day to sustain the all-volunteer force. We have accelerated more than 300 modernization programs to give our Soldiers the resources they need to continue to fight against asymmetric threats and to reduce the operational risk of our current force. Spinning out these technologies in two year increments will ensure that Soldiers, leaders, and combatant commanders have the capabilities needed to win decisively when and where the nation calls. Sustaining the all-volunteer force and accelerating technology fielding come with a cost.

To support the operational Army and win the long war, we must free resources from the institutional Army for more compelling operational needs. To do this we are transforming our business processes. We are also reengineering our infrastructure, consisting of installations, depots and arsenals, and the information network that connects and supports them. Our objective is to be better positioned to meet the deployment requirements and the global commitments of the 21<sup>st</sup> century security environment, while becoming dramatically more efficient.

Increasing demands will continue to influence the limited resources available to achieve the missions assigned to the Army. The Congressional Budget Office projects 2007 defense spending to continue a downward trend to 3.9 percent of Gross Domestic Product. The bulk of the Army's funds are committed to sustaining people, maintaining vital infrastructure, and preparing equipment for combat deployment. As a result the Army's ability to fund investment accounts is limited.

To be relevant and ready in the future, the Army must address the tension that exists between current and future demands. This strategic overview discusses The Army Plan, and describes the Army's overarching strategies for our operational demands and our transformation initiatives while illustrating the Army's fiscal year (FY) 2007 strategic performance goals. In many cases, the Army strategic performance goals reflect the Army's required performance in order to support ongoing operations executing the Global War on Terrorism. Achievement of these goals requires not only the funding requested in the President's Budget, but also supplemental appropriations. Finally, we will show how risk is balanced within the defense strategy's four risk areas – force management, operational, institutional, and future challenges.

## The Army Plan to Enable Mission Accomplishment

We are executing The Army Plan, consisting of four overarching, interrelated strategies, to enable mission accomplishment and to achieve the Army vision over time. This plan accelerates the redesign of the forces, support structures, and headquarters that are accomplishing our mission today. This plan also guides our initiatives to provide the combatant commanders the assets to protect the nation today and tomorrow.

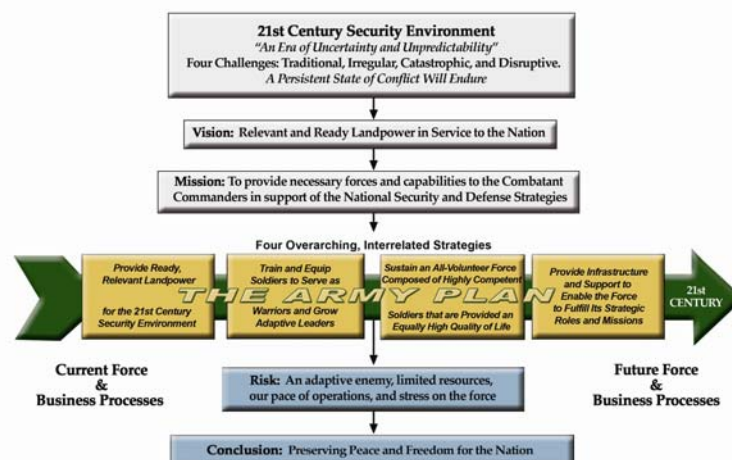
The Army is:

- Providing relevant and ready landpower for the 21<sup>st</sup> century security environment;
- Training and equipping Soldiers to serve as warriors and growing adaptive leaders;
- Sustaining an all-volunteer force composed of highly competent Soldiers that are provided an equally high quality-of-life; and
- Providing infrastructure and support to enable the force to fulfill its strategic roles and missions.

We are transforming to create a future force with a broad set of capabilities to enable our Soldiers to address strategic problems the nation will face.

The benefits of our approach are clearly evident in the attitudes and levels of commitment we see in our Soldiers, as well as the attributes of our combat formations, the forces that sustain them, and the facilities and business processes that generate them from their home stations. The combined effects of transformation, modernization, innovation, and improvement – reinforced by positive change in the attitudes and behaviors that create the culture of our service – are helping us to become the force the nation will need to safeguard its peace and freedom in the 21<sup>st</sup> century.

The Army Plan is continuously improving our ability to operate as part of the joint team, while ensuring our ability to dominate in any environment against current, emerging, and unforeseen threats. We believe that every dollar spent to build capability for our current force is an investment in our future force. Our initiatives are guiding our efforts to:



- Grow innovative, adaptive Soldiers and leaders through training and education programs that build on recent combat experiences and leverage the Training Transformation Program;
- Adapt the doctrine which guides how we fight, how we sustain our forces, and how we train Soldiers;
- Create far more capable, strategically deployable brigades that are designed to receive new technologies and equipment as soon as they become available;
- Increase Soldier and unit effectiveness and protection; and
- Apply better business practices to free resources to use for our most pressing operational requirements.

Our ongoing intellectual and cultural transformation is dramatically improving how our leaders, Soldiers, civilian workforce, and families are adapting to the reality of protracted conflict. This transformation is reinforcing the commitment to continuous improvement that has taken hold across the Army.

Using the fiscal year 2007 President's Budget, along with supplemental appropriations, the Army will be both relevant and ready to meet the needs of the 21<sup>st</sup> century security environment.

### ***STRATEGIC OBJECTIVE – Provide Relevant and Ready Landpower for the 21<sup>st</sup> Century Security Environment***

*To support current global operations and prevail in the war on terrorism, we are increasing the quality and the effectiveness of our essential fighting units, the brigade combat teams (BCTs). We are forming a rotational pool of 70 BCTs that will allow us to sustain global commitments, surge forces for unforeseen contingencies, and reduce stress on Soldiers and equipment. We are also creating the right mix of support brigades to ensure that our Soldiers receive the logistical, engineering, intelligence, protection, aviation, and communications capabilities they will need to support the combatant commanders. We are rebalancing the force by placing the right Soldiers with the right skills into our jobs and organizations in greatest demand. At the same time, we are stabilizing Soldiers, to keep them with their units longer, to improve teamwork, and reduce stress on families caused by frequent moves between posts. We are maintaining momentum in transforming and modernizing our formations – through modular conversion, pursuit of Future Combat Systems (FCS), and fielding other advanced technologies. These complementary initiatives will ensure that our Soldiers are well prepared to operate in campaign and expeditionary settings with our joint and coalition partners.*

#### **Support Current Global Operations with Relevant and Ready Landpower**

To sustain a steadily increasing demand for military forces, we are building a modular force centered on BCTs. Our modular conversion across the active and reserve components is designed to meet the demands of the current war, sustain other global commitments, establish the organizational structure needed to accelerate modernization, and support a new global basing posture that will rely more heavily on rotational presence.

Our plan will create a rotational pool of 70 BCTs: 42 in the active component and 28 in the Army National Guard. These BCTs will be organized into one of three standard designs: Infantry, Heavy, or Stryker. We will support these BCTs with more than 200 active and reserve support brigades. These support brigades will enable the BCTs to accomplish a broad range of missions. They will also provide essential capabilities to support civil authorities in homeland defense missions, including consequence management and disaster relief.

Our support brigades are organized into two categories: Multi-functional Support Brigades and Functional Support Brigades. The multi-functional brigades will perform operational roles including: Combat Aviation, Combat Support (Maneuver Enhancement), Sustainment, Fires, and Battlefield Surveillance. The functional brigades will perform broad support roles on a theater-wide basis including: Air Defense, Engineer, Explosive Ordnance Disposal, Military Police, Signal, and others.

Like our theater commands, our corps and division-level operational command posts and headquarters, support brigades will also be converted to modular designs. They will be trained, manned, and equipped to work directly for each of these headquarters without augmentation of people or equipment.

We are also improving the readiness of our reserve forces that are making vital contributions on a daily basis – and have transitioned from a strategic to an operational reserve as our global commitments have increased. We are working to improve our access to these forces to

**Performance Goals - Strategic Objective**  
***Provide Relevant and Ready Landpower for the 21st Century***  
***Security Environment***

***In fiscal year 2007 the Army will:***

- Convert three active component (AC) and seven reserve component (RC) BCTs to the modular structure;
- Convert 13 active component and five reserve component support brigades and headquarters;
- Continue on path to grow the size of the operational Army to 355,000 in the active component;
- Continue restructuring the institutional Army to be at 73,500 Soldiers;
- Continue on path to achieve Trainees, Transients, Holders, and Students account of 52,400 Soldiers;
- Rebalance 18,456 AC/RC spaces to fill critical skill shortages;
- Provide (100 percent of) deploying units with disbursed communications to the battalion and the small unit to support mobility using Joint Network Node (JNN), Single Channel Ground and Airborne Radio System, and Enhanced Position Location and Reporting System;
- Integrate architectures for the Future Combat Systems network and advanced communications spin outs (that will be delivered through FY10), to include the JNN to Warfighter Information Network-Tactical transition;
- Conduct interoperability testing of 100 percent of Army Battle Command systems prior to deployment;
- Complete the Joint Battle Management Command and Control architecture;
- Resource the Army's requirements for resetting more than 15 brigade combat teams which consist of over 350,000 pieces of equipment, including 615 aircraft; 7,000 combat vehicles; and 30,000 wheeled vehicles. Reset 521 helicopters, 23 fixed wing aircraft, and 16 Unmanned Aerial Systems returning from Operation Enduring Freedom/Operation Iraqi Freedom;
- Convert three combat aviation brigades to the modular structure;
- Recapitalize four CH-47D and seven UH-60 A aircraft; and
- Acquire 15 CH-47F, 6 MH-47G, 24 UH-60L, and 17 UH-60M helicopters.

support our strategic requirements. Access will be enabled by reducing reserve component overstructure and managing reserve Soldiers in ways that will improve assigned strength in each of our units, while increasing opportunities for education and special skills training. These improvements, coupled with modular conversion, will improve the Army's overall ability to provide ready forces and capabilities to the combatant commanders and to civil authorities in a timely manner.

In addition, to make the best use of our resources, we are both rebalancing and redistributing our forces. We are *rebalancing* to create the right mix of units in high demand and Soldiers with critical and high demand skills in each of our active and reserve components. At the same time, we are *redistributing* Soldiers to create the right mix between our operational forces and our institutional structures.

- To assure timely access to the right types of units and Soldiers, we are rebalancing skills within our three components. We have determined the types of units and skills that are in greatest demand in today's environment – including infantry, engineer, military police, military intelligence, Special Forces, chemical, civil affairs, and psychological operations units – and have identified over 100,000 positions to rebalance. We have accomplished more than half of this rebalancing and project to be completed by 2011.
- To sustain increased global commitments, we are also increasing, or “growing,” the operational Army in the active component. Our goal is to grow the operational Army by 40,000 Soldiers by 2008 (from the 2004 baseline of 315,000) to bring our active component operational force total to 355,000 Soldiers. This change will be enabled by military-to-civilian conversions and better management of our Individuals Account.

The combined effect of rebalancing, redistributing, and growing the operational Army is increasing our overall effectiveness. We are improving our ability to provide trained Soldiers in cohesive formations to the combatant commanders and to support civil authorities, while reducing stress on Soldiers and families.

To support global operations while transforming, we are preparing our forces for war – or resetting them – as quickly and efficiently as we can. Our reset program is restoring units returning from war to required levels of readiness to prepare them for future missions. As we reset our units, we are simultaneously converting them to their new modular designs. We have reset more than 20 major units. Many of these units have already returned to theaters of war in their new configurations.

The Army Plan introduces a new readiness model, Army Force Generation (ARFORGEN), to manage the force and ensure the ability to support demands for Army forces. ARFORGEN sequences activities for all active and reserve Army units to include:

- Reset;
- Modular conversion;
- Modernization;

- Manning adjustments;
- Soldier and leader training and education programs;
- Unit training;
- Employment; and
- Stationing decisions.

To sustain global commitments, we will transition units through a progression of three sequential readiness pools: *reset and train, ready* (eligible for deployment and exercises), and *available* (immediately available for world-wide employment). This model establishes a plan for scheduled deployment on an Army-wide basis. Through semi-annual synchronization conferences, we will organize our forces into three expeditionary force packages:

- Ready Expeditionary Forces that are training and preparing for potential future missions;
- Contingency Expeditionary Forces that are ready for employment or exercises but not yet deployed; and
- Deployment Expeditionary Forces that are executing assigned missions.

Our goal is to be able to generate a continuous output of trained and ready forces that will support one operational deployment in three years for the active component, and one operational deployment in six years for the reserve component. At lower levels of demand, this model may allow the Army to support one operational deployment in four years for active forces. This new model establishes the basis to bring all units to a full state of readiness – with people, equipment, and training – before they are scheduled to deploy. It allows the Army to accomplish the following critical objectives:

- Reduce uncertainty for Soldiers, families, and the communities that support installations;
- Improve availability of forces for combatant commanders;
- Generate a continuous force of 18-19 BCTs, along with all required support brigades; and
- Surge up to an additional 15-19 BCTs in response to crises.

### **Build a Campaign-Quality Modular Force with Joint and Expeditionary Capabilities for Today and Tomorrow**

The war on terrorism and the changing paradigm for maintaining forward presence have created both the necessity and the opportunity to accelerate change from the current to the future force. Our conversion to a modular force – one that is carefully balanced between active and reserve component BCTs, support brigades, and division and corps-level operational command posts – is well under way. This conversion is transforming the Army into a more lethal, flexible, deployable, and sustainable force. It is enabling us to shift the center of gravity of our capabilities (previously focused primarily on traditional challenges) to better address the full spectrum of traditional, irregular, disruptive, and catastrophic challenges.



The combination of transformation to build a modular Army and continuous modernization, to field FCS and other advanced technologies is methodically producing the future force.

FCS is our primary modernization program and most critical investment. This program will pioneer the next generation of warfighting capabilities which will improve Soldiers' ability to find and fight their enemies. FCS includes a new class of manned and unmanned air and ground vehicles, interconnected by a modern network to better support and sustain Soldiers.

The project is currently in the developmental phase. The first unit fully equipped with manned ground vehicles is projected to achieve initial capability by 2014 (and will be able to fight by 2017). When we complete our intended fielding plan in 2025, new manned ground vehicles will replace 40- to 50-year old tactical vehicles designed in the 1970s to defeat Cold War enemies.

A significant contribution of FCS is that it will immediately place advanced technologies into the hands of our Soldiers that will increase their capability and provide greater protection. By integrating advanced technologies into our formations in four "spin outs" that will occur in roughly two-year increments, we will strengthen our current forces in distinct ways:

- The first "spin out," on track for delivery in 2008, will introduce Unattended Ground Sensors, Non-Line-of-Sight Launch System, the Intelligent Munitions System, and the Network. These capabilities will enhance Soldiers' understanding of their situation in dynamic battlefield conditions by promoting a common perspective of enemy and friendly locations on digital maps. This improvement will greatly increase the area that Soldiers can influence and control. The Network will also provide Soldiers with more timely, actionable intelligence.
- The second and third "spin outs," are currently on track for 2010 and 2012 respectively and will introduce new types of unmanned aircraft systems and ground vehicles for our Soldiers. These technologies will enable Soldiers to employ greater numbers of sensors to enable them to see and find their enemies first. These "spin outs" will also enable robotic reconnaissance of dangerous areas, mines, and booby traps. Together, they will increase Soldier protection and enhance the precision of their weapons.
- The fourth "spin out" will complete the Network, currently on track for 2014. When completed, this improvement will reinforce the comprehensive efforts now under way to improve the accuracy and responsiveness of the joint weapons systems designed to support Soldiers.

When whole BCTs are fielded with the full complement of FCS systems, these units will be able to generate significantly more capability. These FCS-equipped BCTs will contain more fighting vehicles and more infantry squads than the units we field today. They will be able to generate more capability and control more area with significantly

fewer Soldiers than today. They will require less fuel, supplies, and other logistical support.

These new capabilities will directly benefit *all* U.S. ground forces, including the Marine Corps and the Special Operations Forces from all Services. They will fundamentally alter how we deploy, employ, and sustain our ground forces. These capabilities will improve our capability to put “boots on the ground,” to stabilize contested zones, and to support joint and interagency teams.

The future force comprises more than just FCS-equipped, modular BCTs. It includes all of the improvements in strategic agility and efficiencies that will result from implementing Base Realignment and Closure (BRAC) and Integrated Global Presence and Basing Strategy (IGPBS) decisions. These decisions will enable the repositioning of forces to better respond to emerging challenges. We will also be able to execute much of our enduring overseas presence mission with units that deploy from the United States for overseas duty, during rotational windows scheduled and managed as part of the ARFORGEN model.

For both rotational duties and for contingencies, our units will rely on pre-positioned equipment. To increase both strategic agility and efficiency, we are modernizing our pre-positioned equipment sets. We are also reducing the number of variants of our heavy combat vehicle fleet from four to two. This initiative will promote standardization, reduce the number of systems that we must train active and reserve Soldiers to operate, and reduce maintenance costs.

Our commitment to being a learning, adaptive organization is evident in our efforts to apply lessons learned from our operations both at home and abroad. We are working to develop a future force that is better able to fight as part of joint and coalition formations in either protracted campaigns or in expeditionary operations and to serve the nation – by examining how to best accomplish traditional and nontraditional missions through five major areas of focus:

- **Sustain the Force** enables modular Army logistics units to better anticipate requirements and provide rapid and precise capability to Army, joint, and multinational partners. We are improving theater-wide distribution systems and visibility of all of the assets and resources, both deployed and in-transit, needed to support military operations.
- **Actionable Intelligence** is providing Soldiers and leaders with expanded situational understanding by distributing intelligence with more speed and accuracy, while providing the means to improve understanding of different languages and cultures.
- **Improve Capabilities for Stability Operations** is improving our understanding of how to stabilize areas of operation and support security, transition, and reconstruction operations while continuing to conduct combat operations.

- **Improve Contributions to Homeland Defense** is focusing on balancing capabilities in the active and reserve components to ensure the right capabilities are available to address expanded homeland defense requirements and broadening the options available to civil authorities.
- **Increase Army Capabilities to Dominate in Complex Environments** is focusing on finding innovative solutions to challenges posed by operations in urban, mountainous, cavernous, and jungle environments while expanding Soldier ability and protection, and enhancing cultural awareness, regional familiarity, and language skills.

The combination of transformation and modernization, reinforced by initiatives of this type and continued improvements in training Soldiers, developing leaders, and improving facilities is producing relevant and ready landpower for the 21<sup>st</sup> century.

### ***STRATEGIC OBJECTIVE – Train and Equip Soldiers to Serve as Warriors and Grow Adaptive Leaders***

The Army vision centers on producing Soldiers armed with the values, combat skills, and mindset that enable them to serve as competent, disciplined warriors who reflect our shared ethos. Our training programs, at our home stations, our Combat Training Centers, and across our institutional training base are leveraging our combat experiences to grow adaptive leaders who are highly skilled, resilient, able to thrive in rapidly changing environments, and ready to operate with our joint, interagency, and multinational partners. We are committed to continuing to equip our Soldiers with the best capabilities, weapons, and protection our nation can provide – leveraging our national strength to reduce risk to our Soldiers.

#### **Reinforce our Centerpiece: Soldiers as Warriors**

Our Soldiers continue to serve magnificently as we enter the fifth year of the war on terrorism. They believe in their mission, the Soldier's Creed, and the Warrior Ethos. As evidenced by their service, they remain committed to something far bigger than themselves.

In Iraq and Afghanistan, our Soldiers are consistently defeating the enemies of freedom. They have created the conditions to permit free, democratic elections and to reconstruct vital infrastructure and institutions. Like the American Soldiers of generations past, today's warriors are distinguishing themselves with tremendous acts of courage and valor in places such as Baghdad, Samarra, An Najaf, Fallujah, Tal Afar, Mosul, and Khandahar.

Our Soldiers understand the Army's values and personify our ethos, demonstrated most poignantly by their willingness to sacrifice all, so that others may live in peace and freedom. Our nation must remain equally committed to them by providing the capabilities and support they need to succeed in their mission.

### **Train Soldiers**

Our continued commitment to innovative training and education led us to enhance the rigor and relevance of Initial

Military Training for new enlisted Soldiers and officers. Today, every Soldier, regardless of specialty, becomes a warrior first. To be better prepared for combat, all recruits receive advanced training in marksmanship and live-fire convoy procedures. Current training draws from recent combat experience and emphasizes 39 warrior tasks and 9 battle drills previously required only of infantry Soldiers.

Our commitment to medical training and readiness has resulted in the highest survivability rate in military history. Every Soldier in combat carries a new blood-clotting bandage and a new one-handed tourniquet. Many are certified as combat lifesavers through extensive training. These capabilities combine with highly-trained combat medics, tremendous improvements in medical evacuation, and world-class field medicine to save lives every day.

We are strong believers in life-long learning. We are using information technology to enhance Soldier and leader education in a time of war. Soldiers participate in more than 1,500 online courses to improve job proficiency and to work toward civilian degrees. Our Army Knowledge Online website averages more than one million visits per day, allowing Soldiers and leaders to collaborate and to share information regarding the lessons learned from combat and from training.

### **Performance Goals - Strategic Objective** ***Train and Equip Soldiers to Serve as Warriors and Grow Adaptive Leaders***

#### ***In fiscal year 2007 the Army will:***

- Graduate 119,888 Soldiers (both enlisted and officers) from basic and initial skills training;
- Graduate 71,953 leaders from professional development training schools;
- Execute the Army operation tempo strategy for those units not committed to Operation Enduring Freedom/Operation Iraqi Freedom. The Army continues to take some funding risk in this budget due to the uncertainties inherent in this highly dynamic period of rotational deployments;
- Resource 615 of 892 active component (AC) ground miles and 11.6 of 14.5 AC flying crew hours;
- Resource 223 of 261 Army National Guard (ARNG) ground miles and 6.8 of 9.9 ARNG flying crew hours;
- Resource 179 of 200 Army Reserves (USAR) ground miles and 6.8 of 9.4 USAR flying crew hours;
- Resource the Common Training Integration Architecture and Operating Information Systems development for our Combat Training Centers; and
- Equip 213,300 more Soldiers with our Rapid Fielding Initiative.

## **Enhance the Combat Training Centers**

Just as we have transformed individual Soldier training, our unit training has evolved to better reflect the complexity of modern battlefields. We have invested in our Combat Training Centers to replicate the complex environments – terrain, social, language, and culture – in which our Soldiers are fighting. Using these world-class training facilities, every unit conducts a Mission Rehearsal Exercise before deploying to combat. These exercises feature nongovernmental organizations, contractors, media, coalition role players, and hundreds of civilians on the battlefield. Similarly, our Battle Command Training Program uses state-of-the-art simulation techniques to replicate the realities of combat. This program trains deploying division, corps, and task force staffs who will serve as joint or coalition task force operational headquarters and includes information operations and other joint missions they might support or execute in the future.

We are continuously improving training by providing a mix of live, virtual, and constructive training events. This cost-effective approach, which uses state-of-the-art simulation tools, improves Soldier and unit capabilities and links home station training to the joint team. The rigor that we are adding to our Soldier, unit, and joint-level training, is reducing risk for our Soldiers by improving our pre-deployment preparation.

## **Grow Adaptive Leaders**

The complexity of the 21<sup>st</sup> century security environment requires more of Army leaders at all levels. As we have seen in Iraq, Afghanistan, Korea, Europe, across the Americas, and in peace enforcement operations around the world, the actions of individual Soldiers and leaders can have strategic consequences. To be effective today and tomorrow, we are growing a new breed of leader – one more akin to a pentathlete who is able to rapidly transition between complex tasks with relative ease.

The future environment will demand that Army leaders at all levels be multi-skilled, innovative, agile, and versatile. Therefore, we are continuing to evolve our training and education systems to grow adaptive civilian and military leaders who are comfortable in leading during times of change and uncertainty.

Recognizing that intellectual change precedes physical change, we chartered a task force to review education, training, and assignments for leaders. This task force, now six months under way, is drawing upon the ideas and experiences of the finest leaders inside and outside of the Army. The task force will recommend changes to assess and improve all Army education, training, and assignment processes to produce pentathletes.

Unlike World War I and World War II, when the Army closed the Army War College, we have improved our leader education programs while at war. At the Army War College and in all of our schools, training centers, and doctrine development positions, we are placing recently returned veterans into key positions to enhance the relevance of the education and training we provide. We are also moving to fully implement a new Basic Officer Leader Course (BOLC). Consistent with our *warrior first* approach, this tough, standardized, small-unit leadership experience is ensuring that all junior officers, in all of

our branches, master the skills they will need to lead in combat. We are executing similar improvements in all of our officer and noncommissioned officer education programs. Our civilian development program is enhanced through our Civilian Education System.

### **Equip Our Soldiers**

Protecting our Soldiers continues to be our highest priority. With great support from Congress, the Department of Defense, and the President, we have delivered more than 37,000 up-armored vehicles to meet combatant commander requirements. Additionally, we continue to contribute to the joint organization established to defeat our adversaries' use of improvised explosive devices.

We are also exploiting the value of the Rapid Equipping Force (REF) to better protect our Soldiers. REF works in partnership with industry, academic, and military leaders to support Soldier needs as quickly as possible. It provides field commanders with readily employable solutions to enhance lethality and survivability. Often using off-the-shelf and developmental technologies, REF is enabling us to remain ahead of an adaptive enemy and to save Soldiers' lives. Examples of last year's successes include the deployment of digital translators, vehicle scanning systems, and robots able to inspect possible improvised explosive devices.

A similar program to increase Soldier capabilities is the Rapid Fielding Initiative (RFI). RFI has equipped more than 500,000 Soldiers since its inception. RFI accelerates the fielding of commercial, off-the-shelf systems to produce state-of-the-art capabilities. RFI provides a specific set of equipment to every Soldier and a set of additional items to Soldiers assigned to BCTs. The Training and Doctrine Command is using combat lessons to maintain the currency of the items we supply. We plan to complete fielding these items to all operational forces by September 2007.

### ***STRATEGIC OBJECTIVE – Sustain an All-Volunteer Force Composed of Highly Competent Soldiers That Are Provided an Equally High Quality of Life.***

*We owe our success to the versatile young Americans who answer the call to duty. This is the first time in our modern history that the nation has tested the concept of an all-volunteer force during a prolonged war. We are executing a full range of initiatives and incentives to recruit and retain high caliber citizens to man our active, reserve, and civilian ranks. Caring for Soldiers and Army families through tangible quality of life programs provides a sense of belonging and sustains motivation for continued service. Improving Soldier and family housing reflects our commitment to providing a quality-of-life that matches the quality of our Soldiers' service to the nation.*

## Recruit and Retain the All-Volunteer Force

We have maintained our all-volunteer Army by recruiting dedicated, high-quality Soldiers and then retaining them well beyond their initial obligations. While the recruiting environment for America's young men and women is competitive, we will not compromise standards as we temporarily increase the size of the Army by 30,000 Soldiers. Our recruiting goal this year exceeds 186,000 Soldiers for all three components. This annual goal compares to about 140,000 recruits for all of the other Services combined.

**Performance Goals - Strategic Objective**  
***Sustain an All-Volunteer Force Composed of Highly Competent Soldiers that are Provided an Equally High Quality of Life***

***In fiscal year 2007 the Army will:***

- Initiate lifecycle management for 13 brigade combat teams;
- Recruit 80,000 new Soldiers and retain 62,445 for the active component;
- Recruit 39,500 new Soldiers and retain 16,900 for the Army Reserve;
- Recruit 70,000 new Soldiers and retain 34,875 for the Army National Guard;
- Achieve 65 percent or more of stated proponent objectives' for quality-of-life programs;
- Operate and maintain 45,454 Army controlled housing units;
- Replace/improve 1,622 family housing units;
- Privatize 2,939 housing units under Residential Communities Initiative; and
- Provide 122,900 Soldiers with adequate barracks to the 1+1 standard out of a requirement of 136,000 Soldiers.

Last year was a challenging recruiting year. We finished the year strongly, exceeding the monthly goals for the last four months by more than 400 Soldiers per month in the active component. This trend continued into the new recruiting year in all three components. To achieve success this year, we have expanded advertising, increased the number of recruiters, and augmented numerous incentive programs. We recently initiated a new program, Unity of Effort, to recruit former members of the Armed Forces. This program features enlistment bonuses and, in many cases, reinstatement of previous rank. We are optimistic that our efforts, reinforced by Congress and the nation's support, will result in meeting our recruiting goals for this year.

The Army is retaining Soldiers at tremendously high levels. Since 2002, while fighting the war on terrorism, we have surpassed our combined Army retention goals each year. In 2005, we exceeded our goal by more than 6 percent. We reenlist two out of every three eligible Soldiers who reach the end of their term of service during a given year. We are particularly proud that one out of every two first-term Soldiers decide to reenlist. In a time of war and a high operational pace, we believe this achievement is indicative of the high quality of leadership that our Soldiers experience in their units. Our Soldiers value the tradition of service to the nation and appreciate the opportunity to contribute in a meaningful way.

The continued support of spouses, parents, veterans, and the employers of our reserve component Soldiers plays a huge role in recruiting and retaining the all-volunteer force. This support has a direct effect on the pride and morale of each of our Soldiers. In May 2005, to recognize the role and contributions of key influencers in our society, we established the Freedom Team Salute Program. To date, we have received requests to commend almost one million spouses, parents, veterans, and civilian employers.

### **Care for Soldiers and Army Families**

We continue to work to assure our Soldiers and their families that they will be taken care of and that all their needs will be met. Caring for families plays a vital role in sustaining a national commitment to serve and requires both the attention of leaders and the application of resources.

Army well-being programs provide leaders a variety of ways to care for Soldiers and their families. We have integrated numerous quality-of-life functions into a comprehensive well-being framework that enables us to focus resources, measure success, and address the needs of an Army at war. Our objective is to sustain the fighting strength of our Army, while providing for the individual needs of Soldiers and families.

To assist family support and readiness groups at all levels, we have developed virtual family readiness groups. We have expanded child care programs on installations and in communities that have deployed Army National Guard and Army Reserve units. The Army Reserve established a Child and Youth Services Program to facilitate access to child care, youth development, and student support. The new Deployment Cycle Support Program helps families to understand and cope with the stress of deployments. Our Army Spouse Employment Partnership program has placed over 11,000 spouses in positions with major corporations and state and federal agencies. We are currently working on a school transition program to help families and communities affected by BRAC decisions. These are just a few of the many ways that we care for Soldiers and families.

Health care is another critical aspect of caring for our Soldiers and their families. The Army provides world-class health care for 3.5 million beneficiaries, on the battlefield and at hospitals and clinics worldwide. To honor our obligation to care for Soldiers and families, we continually look for ways to improve health and well-being. The U.S. Army Wounded Warrior Program, formerly known as the Disabled Soldier Support System, provides sustained care for our severely wounded Soldiers. This program provides continuous and comprehensive transition and support services for our Soldiers until they are returned to duty or for up to five years after medical retirement. This program exemplifies our commitment to honor the Soldier's Creed by "never leaving a fallen comrade."



## **Improve Soldier and Family Housing**

We are committed to providing quality housing for our Soldiers. Housing for single and married Soldiers has been improved significantly as a result of the Barracks Modernization Program and Residential Communities Initiative (RCI).

To improve substandard living conditions across our installations, we committed \$250 million to an immediate Barracks Improvement Program. As part of a longer-term Barracks Modernization Program, we will have funded 85 percent of our barracks modernization by the end of this year. We have programmed funding through 2009 to modernize our remaining barracks spaces. In addition, 45 percent of our barracks for our recruits at our training centers will be modernized by 2011. Using vital supplemental funding, we also initiated a program to modernize the barracks used by Army Reserve and Army National Guard Soldiers during their annual training.

Through RCI, we are providing better family housing for our Soldiers by privatizing 82,000 homes at 42 installations. This program leverages private investment capital to improve housing at a much faster rate than traditional methods of financing and contracting for military construction. When completed in 2010, over 90 percent of Army housing in the United States will have been privatized. We have also constructed more than 3,600 family homes and renovated 6,300 existing homes using traditional military construction.

Improved housing, in barracks and quarters, provides Soldiers and families with a quality-of-life that recognizes their service to the nation. These programs have a positive, enduring effect on Soldiers' morale, and contribute immeasurably to our ability to sustain our all-volunteer force.

## ***STRATEGIC OBJECTIVE – Provide the Infrastructure and Support to Enable the Force to Fulfill Its Strategic Roles and Missions***

*The infrastructure that the Army maintains plays a vital role in supporting the joint force. We are adjusting our global footprint to improve readiness at each of our installations. To free resources for more compelling operational needs, we are reengineering every one of our business processes. At the same time, we are completely transforming our infrastructure, consisting of installations, depots, and arsenals – and the information network that connects them – to reflect the deployment requirements and global commitments of the 21<sup>st</sup> century security environment, while becoming dramatically more efficient.*

## **Adjust Global Posture to Create Flagships of Readiness**

The Army is moving units and transforming posts through an effort that we call "stationing." In 2007, we will reposition major elements of our operational force. At the same time, we will establish the environmental foundation and initiate the renovation and construction needed to reposition schoolhouses, headquarters, and other support activities. Our stationing effort will posture our forces, logistics activities, and power

projection infrastructure to respond to the demands of a complex, uncertain future as efficiently and effectively as possible.

We have produced a plan that integrates BRAC decisions, the IGPBS plan, and the Modular Force Initiative. This plan allows us to divest Cold War era infrastructure and create the infrastructure required for the foreseeable future. We are consolidating activities by leveraging information technology and advances in supply chain management. We are also completely reengineering our business processes to eliminate waste. This consolidation will yield tremendous savings over time. Our plan reduces overhead costs by streamlining the installation staffs, contract support, and infrastructure that will support units and activities at their new locations. We are exploiting this opportunity to become more efficient and more effective as we implement our stationing plan.

**Performance Goals – Strategic Objective**  
***Provide the Infrastructure and Support to Enable the Force to Fulfill its Strategic Roles and Missions***

***In fiscal year 2007 the Army will:***

- Move 1st Brigade, 1st Armored Division from Germany to Fort Bliss;
- Move 17th Fires Brigade from Fort Sill to Fort Lewis;
- Activate Stryker Brigade Combat Team 7 at Fort Lewis;
- Activate Battlefield Surveillance Brigades at Fort Hood;
- Activate Maneuver Enhancement Brigade at Fort Polk;
- Fund 69 new military construction projects;
- Upgrade the information technology (IT) infrastructure at 25 installations and field a second Army Processing Center;
- Synchronize all acquisition and fielding of satellite communications terminals with Air Force;
- Achieve the ability to direct and manage the entire Army Enterprise network (LandWarNet) from the Army Network Operations and Security Center through satellite launches;
- Ensure authorization to operate, or interim authorization for, 100 percent of Army systems;
- Eliminate 80 percent of redundant or stovepipe systems;
- Implement Army's IPv6 Transition Plan and Army's approach to DoD Net-Centric Data Strategy;
- Ensure mature Enterprise Knowledge Management tools to support diverse needs of all mission areas;
- Mature Army's portfolio management process for all Army mission area and domain IT investments; and
- Begin General Fund Enterprise Business System Milestone B, complete blueprinting and start build/realization.

Stationing involves more than merely opening, closing, or realigning functions. It requires balancing military, economic, and strategic necessities to determine the scope and timing of closures, consolidations, construction, renovation, unit activations, and unit deactivations. We have scheduled all of these activities to occur in ways that will enhance the flow of forces to and from current global commitments.

Our stationing plan and requirements for funding, construction, renovation, and environmental remediation are guided by a set of key goals:

- Use existing infrastructure to reduce cost and excess capacity;
- Minimize use of temporary facilities; and
- Place priority on barracks, housing, motor pools, ranges, and training facilities to ensure that our Soldiers are properly prepared for the challenges they will face.

While positioning the Army to better respond to the 21<sup>st</sup> century security environment, we are simultaneously working to ensure that our Soldiers and families enjoy the benefits of installations that are truly “Flagships of Readiness.”

The quality of our installations remains critical to accomplishing our mission. Our depots, training bases and home stations enable the Army to:

- Build, train, deploy, and sustain our operational forces;
- Reset and regenerate combat power of returning forces for future missions;
- Provide homes, health care, essential support, and much of the quality of life that our Soldiers and families enjoy; and
- Provide the workplace for our civilian workforce of more than 230,000 people that is performing an increasingly important role in accomplishing the Army’s wartime mission.

Since 2001, the Army has made tremendous progress in enhancing training and generating combat power in time of war. Despite improvements, the Army still requires significant resources to overcome years of insufficient investments in its installations and infrastructure. We are committed to reducing our facilities recapitalization rate to meet the Department of Defense 67-year goal. If resourced, our stationing plan will produce installations better able to train and prepare our forces for future missions. Our plan will also provide a quality-of-life that our Soldiers and families deserve, and help to sustain the all-volunteer force.

### **Implement Business Transformation Initiatives**

The focus of business transformation is to support the warfighter by improving the effectiveness (doing the right things) and efficiency (doing things well) of the Army. The transformation of our infrastructure is fundamentally changing how the Army “conducts business.” Our goal is to streamline or eliminate redundant operations to free financial and human resources that we can redirect to our core warfighting mission. We are:

- Reengineering our reset, repair, manufacturing, and administrative processes;
- Using the Lean/Six Sigma methodology to take the “work out” of the system;
- Applying information technology to achieve further process improvements;
- Outsourcing, where it makes sense;
- Seeking to make best use of economies of scale in all of our contracted services; and
- Achieving cost savings in software and hardware while pursuing enterprise-level solutions in our networking practices.

Across the Army, we are reengineering all of our business processes to achieve greater efficiency, improve quality, decrease cycle time, and reduce cost. The *Lean Six Sigma* approach has already produced a marked improvement in the manufacturing and repairing processes at our depots within the Army Materiel Command. Once fully implemented across the Army, with full adherence to labor laws and other administrative requirements, we will replicate these successes across all Army activities.

## Develop LandWarNet Institutional Infrastructure

We are investing in information technology infrastructure at our installations and reserve component facilities to lay the foundation for fielding LandWarNet. The Army's portion of the Global Information Grid, LandWarNet comprises both infrastructure and services. It moves information through a seamless network to better support our combat forces and the institutional structures that generate them. Our information technology infrastructure will enable operational forces ability to "reach back" for data, such as repair part visibility, intelligence, and other support, and innovations such as telemedicine. This same technology is improving our ability to manage business.

## ***Balancing Risk: The Tension between Current and Future Demands***

The Army has always experienced a tension between current and future demands, perhaps more now than ever before. Consistent investment in current and future readiness is needed to:

- Ensure that the size and mix of our components and capabilities are in balance;
- Enhance our global posture, agility, and readiness to conduct expeditionary operations on short-notice; and
- Organize, man, train, and equip our Soldiers to win *today and tomorrow*.

### **ARMY ACTIONS TO MITIGATE RISK IN 2005**

#### **Operational Risk**

- Funded our reset program to repair over 7,000 tracked and wheeled vehicles and over 550 helicopters;
- Completed the modular conversion of 11 brigade combat teams (BCT), including one Stryker brigade that will deploy this year; and
- Implemented the Army Force Generation (ARFORGEN) model to allow the Army to sustain a commitment of up to 18-19 BCTs with the ability to surge an additional 15-19 BCTs on short notice.

#### **Future Challenges Risk**

- All tactical wheeled vehicles in Iraq and Afghanistan that operate away from forward operating bases have up-armored or add-on armor protection. Nearly 2,400 tactical wheeled vehicles do not have missions off of forward operating bases and are not armored; and
- Restructured the Future Combat Systems (FCS) program to "spin out" advanced technologies to Soldiers as they become available, rather than waiting for total system fielding.

#### **Force Management Risk**

- Continued modular force conversions, enlarging the pool of available units to reduce the stress on the force;
- Continued military-to-civilian conversions to free up Soldier positions from the institutional Army to the operational Army;
- As a component of the ARFORGEN, initiated lifecycle management of 11 BCTs to keep Soldiers in units longer, improve unit readiness and cohesion, and provide greater predictability for Soldiers and their families; and
- Created a stationing plan to better posture the force for deployments and other global commitments.

#### **Institutional Risk**

- Implemented business transformation initiatives to improve how the Army does business and consequently reduce cost;
- Awarded the General Fund Enterprise Business System contract to allow better financial management;
- Created a stationing plan to improve strategic responsiveness and invest in our most critical installations; and
- Invested in LandWarNet to improve each installation's ability to manage information and better support operational forces.

## Meeting Today's Demands While Preparing for Tomorrow

The Army has adapted to fight the war on terrorism following a decade of insufficient modernization investments. At the start of combat operations, many of our units were under-equipped and not immediately ready for deployment, especially in our reserve components.

To meet combatant commander requirements, we had to aggregate equipment from across the force to fully equip those Soldiers deploying into harm's way. As a result, we significantly reduced the readiness of many units to prepare others for combat.

This readiness decision was especially evident in the Army National Guard during our national response to Hurricanes Katrina and Rita. With help from the President, Congress, and the Department of Defense via supplemental appropriations, we have been provided the means to address many of our equipment shortfalls and readiness requirements, yet we still have much to accomplish.

To manage risk within acceptable levels during wartime, the Army requires:

- Full funding of the Army request in the 2007 President's Budget and special consideration, in light of wartime demands, for avoiding any reductions to the Army's budget and program. In addition, supplemental funding is required for combat and contingency operations and to continue to reset, repair, recapitalize, and replace battle losses of equipment for several years beyond major deployments. Supplemental funding is needed to overcome the stress on equipment resulting from sustained combat operations in harsh environments. These resources will ensure that the Army is fully manned, trained, and equipped to achieve victory in the war on terrorism. These resources will also enable the Army to maintain the momentum of key programs, while accelerating transformation.
- Funding to increase Army capabilities and overall capacity as well as support for the legislative authorities and programs needed to assure access to our reserve components – who, by necessity, have become an operational vice a strategic reserve. We must achieve a proper balance of capabilities and skills among our active and reserve forces and continue to build high-quality units to increase capability and ease the strain on our deployed Soldiers.
- Support and funding to achieve critical recruiting and retention goals needed to grow our operational forces. Meeting these goals for our active and reserve Soldiers sustains the quality and effectiveness of our all-volunteer force.
- Funding for the FCS program – to enhance current force capabilities today with “spin outs” of available technology – and accelerate more than 300 other modernization programs. Our most critical investment program, FCS will be the Army's first major modernization in over 30 years and will better prepare and protect Soldiers for current and future threats. These capabilities will directly benefit our active and reserve components, all U.S. ground forces, and our allies that support ground campaigns.

- Full funding to maintain momentum in building a rotational pool of 70 BCTs and more than 200 modular support brigades and headquarters. Already well under way, our transformation to become a fully modular force is preparing our Soldiers to conduct sustained operations of the type we see today. In addition, our transformation is increasing the depth and breadth of our capabilities to prepare our Soldiers for tomorrow's challenges, particularly as we evolve to maintain overseas presence with rotational units.
- Full funding for Army installations and support to execute a carefully synchronized plan to achieve a new global basing posture, while fulfilling the requirements of the National Military Strategy. This plan will make full use of the resources currently apportioned and projected to be recouped through consolidation and closings. Unanticipated costs associated with environmental remediation, renovation, construction, and other areas, may require additional resources in future years (a situation that will require continuous reevaluation). Full funding and continued support for Army installations and quality-of-life programs is required to sustain the all-volunteer force, now being tested for the first time in a prolonged war.
- Support for funding and authorities for Army business transformation initiatives to achieve targeted efficiencies through management reform, institutional Army adaptation, and reengineered business practices. These initiatives will free human and financial resources for more compelling operational needs and accelerate other aspects of our transformation.

The Army is committed to producing units that are ready for the challenges they will face tomorrow and to overcoming years of underfunding prior to the events of 9-11. We have received unprecedented support to "buy back" much needed capability. We cannot, however, fool ourselves by maintaining large numbers of forces on paper that, in reality, lack the people, equipment, training, and support needed to accomplish the missions they will be assigned. We are determined to support our Soldiers and their families by improving quality-of-life that matches the quality of the service they perform for America.

Building the capabilities required to hedge against the uncertainty of tomorrow will require prudent investments today. These investments must be sustained at predictable, consistent levels over time – a departure from historic patterns of spending which have increased our nation's vulnerability at the outset of each of the major conflicts of the 20<sup>th</sup> century. As George Washington stated, "To be prepared for war is one of the most effective means of preserving peace." Consistency in funding, even as the war on terrorism ebbs and flows, will be absolutely essential to the Army's ability to preserve peace and freedom for the nation.

**Conclusion:**

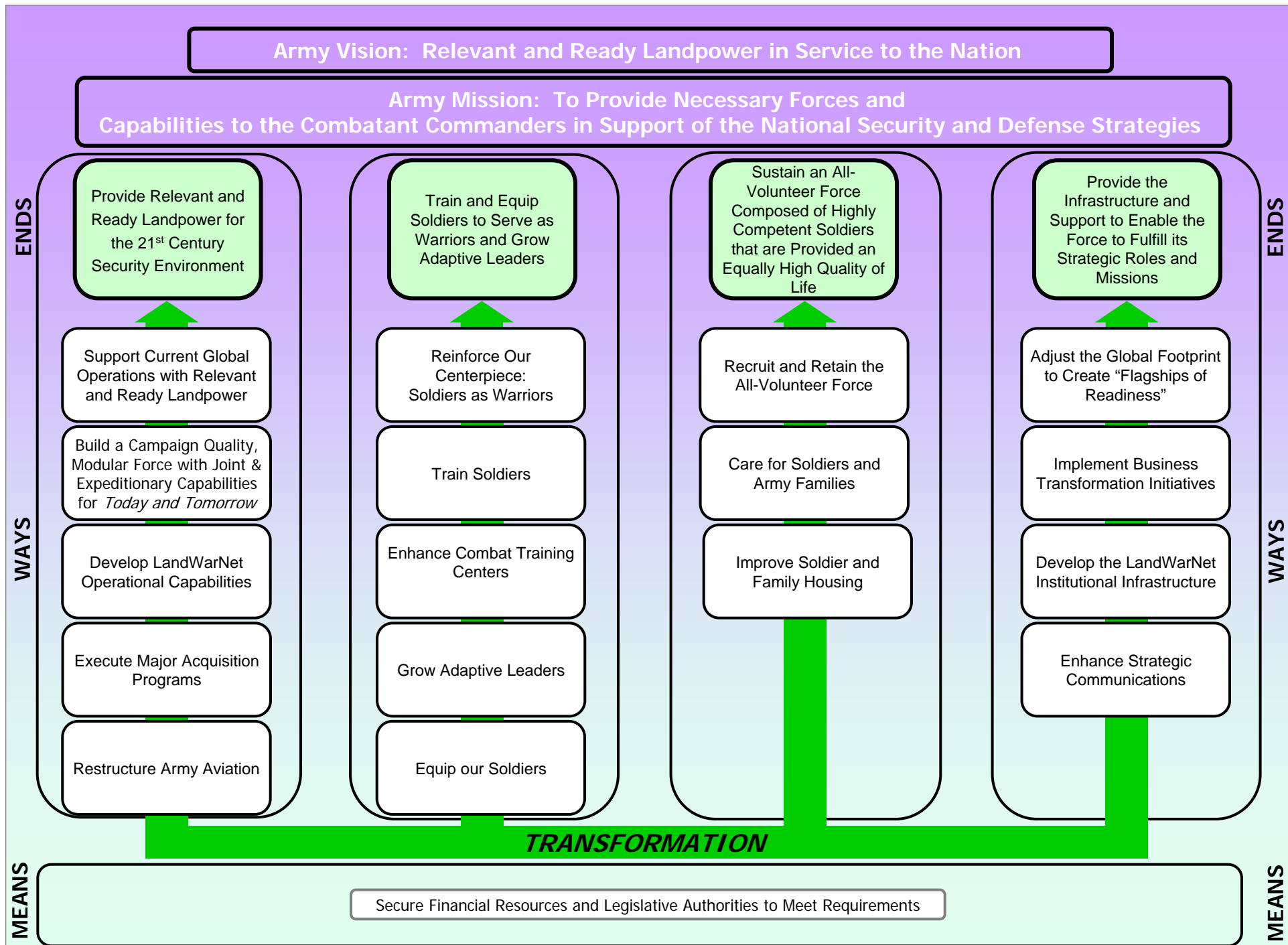
We are engaged in a long struggle against adversaries who are unconstrained in the application of methods and tactics to achieve their ends. Our previous concepts of security, deterrence, intelligence, and warning do not adequately address the threats we now face. To defeat these adversaries, who will be neither deterred by nuclear or conventional weapons nor defeated in battles with decisive outcomes, we must remain vigilant in our commitment to employ all forms of national and international power – diplomatic, information, economic, and military – in a concerted, integrated manner.

We are transforming. We have accelerated The Army Plan and accelerated our business transformation. To accomplish our mission of providing the necessary forces and capabilities to the combatant commanders in support of the national security and defense strategies, we have developed and are executing four overarching and interrelated strategies. Our transformation is ingrained in these strategies as well as in all of the supporting initiatives. These strategies are:

- Providing ready, relevant landpower for the 21<sup>st</sup> century security environment;
- Training and equipping Soldiers to serve as warriors and growing adaptive leaders;
- Sustaining an all-volunteer force composed of highly competent Soldiers that are provided an equally high quality-of-life; and
- Providing infrastructure and support to enable the force to fulfill its strategic roles and missions.

As we change the Army, there is risk. We must provide resources to complete the tasks at hand and reduce the risk to our Soldiers fighting the Global War on Terrorism. We owe them the best equipment and training possible. We must simultaneously transform the institutional Army for the future, while providing our Soldiers with what they need for the current fight. This process reflects our current resource utilization strategy. The wartime realities and the lessons our Soldiers are learning every day in Iraq, Afghanistan, and elsewhere are critical to our transition process. President Lincoln once said that America is "the last best hope on earth." Our Soldiers and their families provide us with hope for the future. We owe them quality-of-life programs and the well-being support that matches their quality service and support.

As we implement our strategies, we will continue to balance the risk between the many competing current and future demands. The programs and resources outlined in our fiscal year 2007 budget and supplemental requests are vital to these ends.





## Army's FY07 President's Budget Highlights

<http://www.asafm.army.mil/budget/fybm/FY07/pbhl.pdf>

**Use of Performance Metrics**  
**FY2007 President's Budget**

\* **Note: Budget Authority (BA) = TOA**

<u>Treasury Code</u>	<u>Appropriation Title</u>	<u>APPN</u>	<u>FY 2007 BA*</u>	<u>FY 2007 BA With</u> <u>Metrics</u>	<u>Percent FY 2007 BA</u> <u>Associated with Metrics</u>
2031	Aircraft Procurement, Army	ACFT	3566483	3566483	100%
0720	Family Housing Construction, Army	AFHC	594991	594991	100%
0725	Family Housing Operations & Debt, Army	AFHO	676829	676829	100%
2034	Procurement of Ammunition, Army	AMM	1903125	1903125	100%
	AWOA	AWOA	16400	16400	100%
051001	Base Realignment and Closure Act 2	BCA2	51340	51340	100%
	Base Realignment and Closure Act 5	BCA5	3608234	3608234	100%
0810	Environmental Restoration Fund, Army	ERA	413794	413794	100%
2050	Military Construction, Army	MCA	2059762	2059762	99%
2086	Military Construction, Army Reserve	MCAR	166487	166487	100%
2085	Military Construction, Army National Guard	MCNG	473197	473197	100%
2010	Military Personnel, Army	MPA	29111903	29111903	100%
1004	Medicare-Ret Contribution, Army	MPAM	2891198	2891198	100%
2032	Missile Procurement, Army	MSLS	1350898	1350898	100%
2060	National Guard Personnel, Army	NGPA	5253580	5253580	100%
1006	Medicare-Ret Contribution, AG Army	NGPM	1232152	1232152	100%
2020	Operation & Maintenance, Army	OMA	24902380	24902380	100%
2080	Operation & Maintenance, Army Reserve	OMAR	2299202	2299202	100%
2065	Operation & Maintenance, Army National	OMNG	4838665	4838665	100%
2035	Other Procurement, Army	OPA	7718602	7718602	100%
2040	Research Development Test & Evaluation,	RDTE	10855559	10855559	100%
2070	Reserve Personnel, Army	RPA	3405657	3405657	100%
1005	Medicare-Ret Contribution, AR Army	RPAM	742233	742233	100%
2033	Procurement of W&TCV, Army	WTCV	2301943	2301943	100%
			<b>110,434,614</b>	<b>110,434,614</b>	<b>100%</b>

## PAF Summary

No.	Program	Metric	FY07 APPN (\$ M)	Cum (\$ M)	% TOA	Cum % TOA	Q1	Q2	Q3	OMB Score
1	AC Manpower	% delta between programmed and year-end man years	25,100.5	25,100.5	22.8%	22.8%	Y	Y	SE	0.75
2	Maneuver	Probability of Success	7,257.8	32,358.3	6.6%	29.3%	Y	Y	Y	1.00
3	RC Full Time Support	% delta between achieved FTS man years and programmed FTS man years	5,461.3	37,819.6	5.0%	34.3%	LE	LE	LE	0.75
4	Health Care	% of DHP liabilities met	4,986.2	42,805.8	4.5%	38.8%	Y	LE	LE	0.81
5	Ground OPTEMPO	# of tank miles for AC and ARNG; # of tank miles for USAR	4,202.0	47,007.8	3.8%	42.6%	Y	Y	Y	1.00
6	Aviation	Probability of Success	4,138.0	51,145.8	3.8%	46.4%	Y	Y	Y	1.00
7	BRAC5	BRAC5 MILCON projects awarded	3,608.2	54,754.0	3.3%	49.6%	Y	Y	Y	1.00
8	RC Manpower	% delta between programmed and year-end man years	3,588.9	58,342.9	3.3%	52.9%	SE	SE	SE	0.50
9	AC Pay Other	% delta between programmed and year-end man years	3,506.8	61,849.7	3.2%	56.1%	Y	Y	SE	0.75
10	Combat Service Support	Probability of Success	2,590.4	64,440.1	2.3%	58.4%	Y	Y	Y	1.00
11	Command and Control	Probability of Success	2,522.1	66,962.2	2.3%	60.7%	Y	Y	Y	1.00
12	MILCON	Recapitalization rate	2,340.0	69,302.2	2.1%	62.8%	Y	Y	N	0.50
13	Sustainment	% of installations with C3/C4 rating	2,321.6	71,623.8	2.1%	64.9%	LE	LE	LE	0.75
14	Army Recruiting and Retention	% of achieved accessions; % of achieved reenlistments	2,279.6	73,903.4	2.1%	67.0%	N	SE	N	0.13
15	Facilities Operations	Average C rating for all Army installations	1,980.5	75,883.9	1.8%	68.8%	Y	LE	LE	0.81
16	Installations Services	Average C rating for all Army installations	1,777.8	77,661.7	1.6%	70.4%	Y	Y	Y	1.00
17	Air Defense	Probability of Success	1,650.0	79,311.7	1.5%	71.9%	Y	Y	Y	1.00
18	Depot Maintenance	% of completed Depot Maintenance end item repair inductions	1,502.7	80,814.4	1.4%	73.2%	Y	Y	Y	1.00
19	Training Ammunition	Planned vs. On-hand inventory levels	1,298.4	82,112.8	1.2%	74.4%	Y	Y	Y	1.00
20	Army Family Housing	% units restored	1,268.8	83,381.6	1.2%	75.6%	LE	Y	Y	0.94
21	Fire Support	Probability of Success	1,250.6	84,632.2	1.1%	76.7%	Y	Y	Y	1.00
22	Initial Military Training	% student inputs; % LT commissions; # of candidates in entering cohort vs. # qualified to be commissioned as 2LTs in the Army/DoD/other at the end of the four-year program	1,209.0	85,841.2	1.1%	77.8%	SE	LE	LE	0.69
23	Air OPTEMPO	Average aircrew hours per month for AC, ARNG, and USAR	1,144.5	86,985.7	1.0%	78.8%	Y	Y	Y	1.00
24	Army Test and Evaluation Support	Date of delivery of test results from test centers	1,008.6	87,994.3	0.9%	79.8%	Y	Y	Y	1.00

## PAF Summary

No.	Program	Metric	FY07 APPN (\$ M)	Cum (\$ M)	% TOA	Cum % TOA	Q1	Q2	Q3	OMB Score
25	Intelligence and Electronic Warfare	Probability of Success	935.5	88,929.8	0.8%	80.6%	Y	Y	Y	1.00
26	Mobility	Probability of Success	932.0	89,861.8	0.8%	81.4%	Y	Y	Y	1.00
27	Training Support and Operations Range Modernization and Operations	% completion of approved construction projects	921.4	90,783.2	0.8%	82.3%	Y	Y	Y	1.00
28	DA Management Activities (Core Management)	% of HQDA staff TOA; within 5%	898.1	91,681.3	0.8%	83.1%	LE	LE	Y	0.88
29	Training Support and Operations	# of tank miles for AC and ARNG; # of tank mile equivalents for USAR	756.9	92,438.2	0.7%	83.8%	Y	Y	Y	1.00
30	Advanced Technology Development	% of 6.3 investment in STOs, ATDs, or ACTDs; % of 6.3 ATDs, ACTDs with signed PM/PEO MPs; % of 6.3 STOs, ATDs, and ACTDs with signed PM/PEO TTAs; % completed STOs, ATDs, ACTDs that met planned TRLs	721.7	93,159.9	0.7%	84.4%	Y	Y	Y	1.00
31	Logistics Automation (LOG Auto)	% fill rate for all LOG automation systems	689.2	93,849.1	0.6%	85.1%	N	N	N	0.00
32	Applied Research	% investment in STOs, ATDs, or ACTDs; % STOs significantly revised/deleted; Ratio of TRAs conducted vs. accepted	683.7	94,532.8	0.6%	85.7%	Y	Y	Y	1.00
33	CONOPS	% rotations executed	675.8	95,208.6	0.6%	86.3%	Y	Y	Y	1.00
34	Installation Physical Security	Cumulative Security score based on standard physical security measures	660.1	95,868.7	0.6%	86.9%	SE	Y	N	0.38
35	Intelligence	# of collections, investigations, operations, training, and production activities	605.5	96,474.2	0.5%	87.4%	Y	Y	Y	1.00
36	Training and Doctrine Development and Distributed Learning	% students graduating; % LT commissions; # of candidates in entering cohort vs. # qualified to be commissioned as 2LTs in the Army/DoD/other at the end of the four-year program	561.1	97,035.3	0.5%	88.0%	Y	Y	Y	1.00
37	Professional Development and Education	% of ARPRINT trained to POI standard	519.5	97,554.8	0.5%	88.4%	LE	Y	LE	0.81

## PAF Summary

No.	Program	Metric	FY07 APPN (\$ M)	Cum (\$ M)	% TOA	Cum % TOA	Q1	Q2	Q3	OMB Score
38	Defense Finance and Accounting Services	% customers satisfied based on results of independent customer satisfaction survey	490.2	98,045.0	0.4%	88.9%	SE	Y	Y	0.88
39	Human Resources Management	% personnel actions completed	485.3	98,530.3	0.4%	89.3%	LE	Y	Y	0.94
40	Army Environmental Program (Restoration)	% of RIP/RC achieved during FY	413.9	98,944.2	0.4%	89.7%	Y	Y	LE	0.88
41	Ammunition	% surety inspections passed; % decrease of Demilitarization stockpile	413.2	99,357.4	0.4%	90.1%	LE	LE	LE	0.75
42	Training Support Systems Modernization (LVC)	% TADDS fielded; # of KPPs met	405.5	99,762.9	0.4%	90.4%	Y	LE	LE	0.81
43	Army Environmental Program (Compliance)	% of installation population drinking water meeting SDWA standards; % of CWA discharge permits in compliance and number of installations with no ENFs	405.0	100,167.9	0.4%	90.8%	Y	Y	LE	0.88
44	Soldier Training and Education	% Soldiers supported that are eligible for TA; % customers satisfied	372.2	100,540.1	0.3%	91.1%	Y	Y	Y	1.00
45	APS/AP3	% on-hand equipment FMC; % pacing items FMC	371.1	100,911.2	0.3%	91.5%	SE	Y	N	0.38
46	Installation IT Infrastructure	# of initiatives for which the scheduled Installation IT Infrastructure modernization/initiative was completed	353.8	101,265.0	0.3%	91.8%	LE	Y	Y	0.94
47	Army Reserve Full Time Support	# of executed work-years for	324.8	101,589.8	0.3%	92.1%	Y	Y	Y	1.00
48	SSTS	% of LAP actions completed	321.5	101,911.3	0.3%	92.4%	LE	LE	SE	0.63
49	Special Interest - Manning	% delta between requested and completed investigations	320.1	102,231.4	0.3%	92.7%	Y	Y	Y	1.00
50	Base Communications	Cumulative ISR Part III rating	316.3	102,547.7	0.3%	92.9%	Y	Y	Y	1.00
51	Basic Research	# of reports and publications by Army labs doing Basic Research; # of major issues per year denitrified through the TARA process	309.9	102,857.6	0.3%	93.2%	Y	Y	Y	1.00
52	Second Destination Transportation Military Supplies and Equipment	Cost per tonnage moved between CONUS and OCONUS	296.0	103,153.6	0.3%	93.5%	N	Y	N	0.25
53	NATO	payment of cash calls as required by NATO; % manpower fill	291.7	103,445.3	0.3%	93.8%	Y	Y	Y	1.00

## PAF Summary

No.	Program	Metric	FY07 APPN (\$ M)	Cum (\$ M)	% TOA	Cum % TOA	Q1	Q2	Q3	OMB Score
54	Horizontal Technology Integration	Probability of Success	266.4	103,711.7	0.2%	94.0%	Y	Y	Y	1.00
55	Law Enforcement	Cumulative rating of all Law Enforcement performance categories on all Army installations	258.8	103,970.5	0.2%	94.2%	Y	Y	N	0.50
56	Network	% of units reporting a "C" rating of C2 or better	248.0	104,218.5	0.2%	94.5%	LE	LE	LE	0.75
57	Nuclear, Biological, Chemical (NBC)	Probability of Success	243.9	104,462.4	0.2%	94.7%	Y	Y	Y	1.00
58	Foreign Language	% Army Basic Course graduates; % all service graduates	232.9	104,695.3	0.2%	94.9%	Y	Y	Y	1.00
59	Long Haul Communications	% of bandwidth capacity utilized	228.7	104,924.0	0.2%	95.1%	Y	Y	Y	1.00
60	Pentagon Reservation Facility	Cost per square foot	226.7	105,150.7	0.2%	95.3%	Y	Y	Y	1.00
61	Logistics Mission Support (LMS)	SS PEG HQDA expenses vs. SS PEG TOA	215.8	105,366.5	0.2%	95.5%	Y	Y	Y	1.00
62	COCOM Support and Treaty Compliance	% participation in planned JCS exercises; % Treaty compliance; % of planned COCOM activities executed	207.2	105,573.7	0.2%	95.7%	Y	Y	Y	1.00
63	Army Concept Development and Prototype Experiments	Under development	195.0	105,768.7	0.2%	95.9%	Y	Y	Y	1.00
64	Logistics Readiness Support	% annual Sorts Readiness Rate	183.4	105,952.1	0.2%	96.0%	Y	Y	LE	0.88
65	Child Development Services	% Army child care demand for spaces met	180.0	106,132.1	0.2%	96.2%	LE	Y	LE	0.81
66	Army Wide Information System Support	Issued software licenses compared to licenses on contract; cumulative cost avoidance	170.5	106,302.6	0.2%	96.4%	Y	Y	Y	1.00
67	General Fund Enterprise Business Systems	% programmatic cost; % on-time acceptable task deliverables	167.2	106,469.8	0.2%	96.5%	Y	Y	Y	1.00
68	Critical Skills Training	% attendance of critical skills training	161.9	106,631.7	0.1%	96.6%	Y	Y	Y	1.00
69	Contracting	% of incoming ICE comments that express overall satisfaction with products or services provided; % of congressional goal for each socio-economic performance program	161.6	106,793.3	0.1%	96.8%	LE	LE	Y	0.88
70	Army Environmental Program (Conservation)	% of completed Natural and Cultural Resource Program elements	158.0	106,951.3	0.1%	96.9%	Y	Y	LE	0.88
71	AMHA - Executive Agent	% availability of key AMHA systems	150.9	107,102.2	0.1%	97.1%	SE	Y	Y	0.88

## PAF Summary

No.	Program	Metric	FY07 APPN (\$ M)	Cum (\$ M)	% TOA	Cum % TOA	Q1	Q2	Q3	OMB Score
72	HQDA Management Activities Information Management (Automation)	% of HQDA staff TOA; within 0.1%	144.7	107,246.9	0.1%	97.2%	Y	Y	Y	1.00
73	Ammunition Production Base	Planned vs. on-hand quantity levels	126.8	107,373.7	0.1%	97.3%	Y	Y	Y	1.00
74	Miscellaneous Mission Support Programs	II PEG HQDA expenses vs. II PEG TOA	125.9	107,499.6	0.1%	97.4%	Y	Y	Y	1.00
75	FECA and Civilian Injury/Illness Compensation (Externally Directed Must Pay Bills)	% of cases filed within 14 days	124.5	107,624.1	0.1%	97.5%	Y	Y	Y	1.00
76	Civil Support Teams and Weapons of Mass Destruction	% tasks receiving a "go" rating on EXEVAL	124.4	107,748.5	0.1%	97.7%	Y	Y	Y	1.00
77	Support of Equipment Modernization for Army NG Division Redesign	% of Phase 1 projects completed; % of Phase 2 projects initiated	114.9	107,863.4	0.1%	97.8%	LE	LE	LE	0.75
78	Command Programs	% Command program functions completed	104.1	107,967.5	0.1%	97.9%	LE	Y	Y	0.94
79	Army Community Services	Average scores on referrer surveys; % of centers accredited	97.7	108,065.2	0.1%	97.9%	SE	LE	SE	0.56
80	Information Assurance	% of incidents resolved	95.8	108,161.0	0.1%	98.0%	SE	Y	SE	0.63
81	Transportation Operations	% of mandated funding provided	89.4	108,250.4	0.1%	98.1%	N	Y	N	0.25
82	Second Destination Transportation Quality of Life - QOL	Quality of Life cost per soldier	88.4	108,338.8	0.1%	98.2%	Y	Y	Y	1.00
83	Information Operations	% of reported incidents resolved	82.8	108,421.6	0.1%	98.3%	Y	Y	LE	0.88
84	RDTE Management Activities	Funding vs. benchmark of 115% of civilian salaries	81.4	108,503.0	0.1%	98.3%	Y	Y	Y	1.00
85	RC Training Support	% of lane training exercises conducted; % of simulation exercises conducted	79.1	108,582.1	0.1%	98.4%	Y	Y	Y	1.00
86	Modernization Fielding	# of BCTs equipped vs. goal	76.6	108,658.7	0.1%	98.5%	Y	Y	Y	1.00
87	Reserve Component Automation System (RCAS)	% of operational interfaces; % of RCAS SAs trained; % of ACERT suspense dates met; # of days to resolve SW trouble tickets and # of hours to respond to critical hardware failure	74.7	108,733.4	0.1%	98.6%	Y	Y	Y	1.00
88	Army Claims, Claims Ops, USALSA	# of claims processed; # of claims paid; # of USALSA cases received, processed, and closed	72.5	108,805.9	0.1%	98.6%	Y	Y	LE	0.88

## PAF Summary

No.	Program	Metric	FY07 APPN (\$ M)	Cum (\$ M)	% TOA	Cum % TOA	Q1	Q2	Q3	OMB Score
89	War and Operations Ammunition	Planned vs. on-hand quantity levels	71.3	108,877.2	0.1%	98.7%	Y	Y	Y	1.00
90	Army Knowledge Management	% active Army members with AKO accounts; % growth in the number of AKO-S users	70.8	108,948.0	0.1%	98.7%	LE	Y	Y	0.94
91	Joint and DoD Support	% of successful support to customers; Average mail delivery time	69.8	109,017.8	0.1%	98.8%	LE	LE	LE	0.75
92	Manufacturing Technology	% of MANTECH program investment in MTOs; Achieve planned Manufacturing Readiness Level	68.1	109,085.9	0.1%	98.9%	Y	Y	Y	1.00
93	Army Museum Programs	% of digitalization manuscripts, national museum milestones, artifact inventories, and museum certifications completed	65.2	109,151.1	0.1%	98.9%	Y	LE	LE	0.81
94	Visual Information	% of demands for support satisfied, ISR Part III rating	65.1	109,216.2	0.1%	99.0%	SE	SE	Y	0.75
95	Base Information Management Operations	ISR Part III rating for service 19	65.0	109,281.2	0.1%	99.1%	SE	Y	Y	0.88
96	Army Acquisition Executive Support	% of Army acquisition workforce serviced	64.9	109,346.1	0.1%	99.1%	Y	Y	Y	1.00
97	Unaccompanied Personnel Housing	% permanent party barracks spaces completed	62.0	109,408.1	0.1%	99.2%	LE	Y	LE	0.81
98	Army Audit Agency	Return on investment	59.6	109,467.7	0.1%	99.2%	Y	Y	Y	1.00
99	Youth Services	% youth participation	58.5	109,526.2	0.1%	99.3%	LE	Y	LE	0.81
100	Special Interest, Other	Major crime category Reports of Investigation (ROI) solve rates	55.8	109,582.0	0.1%	99.3%	LE	LE	LE	0.75
101	Anti-Terrorism	Cumulative AT score based on AT standards	53.8	109,635.8	0.0%	99.4%	Y	Y	Y	1.00
102	BRAC	# of excess acres	51.6	109,687.4	0.0%	99.4%	Y	Y	Y	1.00
103	Air Traffic Control	% of on-time operations attributed to Army ATC	44.8	109,732.2	0.0%	99.5%	Y	Y	Y	1.00
104	Installation Preparedness for	% Army installations prepared	35.5	109,767.7	0.0%	99.5%	Y	Y	LE	0.88
105	USACE in Support to the Army	% project cost growth; % beneficial occupancy date time growth	34.6	109,802.3	0.0%	99.5%	SE	SE	SE	0.50
106	Advanced Warfighting Experiments	% of capability gaps solutions developed; % of prototype system solutions evaluated; % of DTLOMS(TP) concept development experiments conducted	34.3	109,836.6	0.0%	99.6%	Y	Y	Y	1.00



## PAF Summary

No.	Program	Metric	FY07 APPN (\$ M)	Cum (\$ M)	% TOA	Cum % TOA	Q1	Q2	Q3	OMB Score
107	Public Affairs Support to the Army	% key media representative requests for information/interviews successfully provided; % key national media carrying Army products; % key themes and messages included and accurate in key national media; % participation in crisis media response and mobilization surge	33.8	109,870.4	0.0%	99.6%	N	Y	Y	0.75
108	Army Environmental Program (Pollution Prevention)	Average Army P2 score for hazardous waste generated, solid waste diversion and TRI released in pounds	32.4	109,902.8	0.0%	99.6%	Y	LE	LE	0.81
109	Facility Reduction Program	# of square feet disposed of	30.6	109,933.4	0.0%	99.6%	N	LE	Y	0.69
110	DoD Biometrics Program	# of technical submissions to standards bodies & product assessments completed	27.9	109,961.3	0.0%	99.7%	Y	Y	Y	1.00
111	Publishing - Army-Wide	% demands satisfied	26.2	109,987.5	0.0%	99.7%	N	Y	N	0.25
112	Reserve Component Equipment	# of training man-days; # of systems	24.1	110,011.6	0.0%	99.7%	Y	Y	Y	1.00
113	RAND Arroyo Center	% on-time completion of ACPC-directed study briefings	20.2	110,031.8	0.0%	99.7%	Y	Y	Y	1.00
114	Production Base/Base Level Commercial Equipment	funding % vs. requirement for Industrial Facilities	18.8	110,050.6	0.0%	99.7%	Y	Y	Y	1.00
115	Unemployment Compensation	% of eligible DOL civilians receiving compensation	18.8	110,069.4	0.0%	99.8%	LE	LE	LE	0.75
116	Non DoD Support	% ICASS support provided	17.5	110,086.9	0.0%	99.8%	LE	LE	LE	0.75
117	Mass Transit Subsidy	% of eligible people receiving subsidy	16.3	110,103.2	0.0%	99.8%	Y	Y	Y	1.00
118	USASC Safety Program	% accidental Army fatalities; % combat losses; % other Army losses (medical, suicide, etc.)	16.0	110,119.2	0.0%	99.8%	SE	LE	LE	0.69
119	Enterprise Technical Support	% of projects completed on time; % of deliverables delivered on time	15.3	110,134.5	0.0%	99.8%	Y	Y	Y	1.00
120	Regional Training Site Medical	% of Army Reserve Medical units trained; % of Observer Controllers trained annually	14.8	110,149.3	0.0%	99.8%	Y	Y	Y	1.00
121	CECOM SEC Technical Support	% of AKEA application components developed on schedule	14.5	110,163.8	0.0%	99.9%	Y	Y	Y	1.00
122	Field Force Engineering	% of manning and team members trained	13.6	110,177.4	0.0%	99.9%	Y	Y	Y	1.00
123	Army Environmental Program (Technology)	% EQT program metrics rated Green	13.6	110,191.0	0.0%	99.9%	LE	LE	LE	0.75

## PAF Summary

No.	Program	Metric	FY07 APPN (\$ M)	Cum (\$ M)	% TOA	Cum % TOA	Q1	Q2	Q3	OMB Score
124	MSCA Non Standard Comms and Equipment	% of EOCs automated vs. EOCs in CNGB plan	13.2	110,204.2	0.0%	99.9%	LE	LE	Y	0.88
125	Defense Message System - Army (DMS-A)	DMS non-delivery rate percentage	10.7	110,214.9	0.0%	99.9%	Y	Y	Y	1.00
126	Mapping	% products completed	10.7	110,225.6	0.0%	99.9%	LE	Y	Y	0.94
127	Joint and Defense Activities	Planned vs. actual CJCS requirements	10.4	110,236.0	0.0%	99.9%	Y	Y	Y	1.00
128	Non-Tactical Vehicles and Base Level Commercial Equipment	% of NTV/BCE replaced	9.9	110,245.9	0.0%	99.9%	N	N	N	0.00
129	Army Review Boards Agency (ARBA)	% of cases processed within 10 months; % of cases processed within 18 months	9.1	110,255.0	0.0%	99.9%	Y	Y	Y	1.00
130	Simulation Modeling for Acquisition Requirements and Training	# of completed research projects at TRAC; # of simulations able to integrate space actions into training simulations; # of experiments and simulations conducted using things produced by the SIMCI integrated product team; # of models and simulations improved by technology insertion	7.5	110,262.5	0.0%	99.9%	Y	Y	Y	1.00
131	Medical Combat Development	# of O&O living documents reviewed and updated; # of MES/MMS reviewed; # medical FM reviews; # of medical TOEs	7.3	110,269.8	0.0%	99.9%	N	Y	Y	0.75
132	Army Inspector General Agency	# of inspections conducted vs. # required	7.2	110,277.0	0.0%	100.0%	SE	Y	Y	0.88
133	ASCP Technical Support	Increase in sales on ASCP contract; Cumulative increase in cost avoidance	6.7	110,283.7	0.0%	100.0%	Y	Y	Y	1.00
134	Paperless Contracting	% of electronic transactions for each element	6.1	110,289.8	0.0%	100.0%	Y	LE	LE	0.81
135	Army Force Management School	AFMS attendance vs. goal	5.4	110,295.2	0.0%	100.0%	Y	Y	Y	1.00
136	HQDA Studies Program	% study utilization rate	5.1	110,300.3	0.0%	100.0%	Y	Y	Y	1.00
137	Overseas Military Banking Program	% cost growth	4.5	110,304.8	0.0%	100.0%	LE	LE	LE	0.75
138	Spirit of America and AF Inaugural Committee	# of venues produced and presented; % of AFIC funding executed	3.7	110,308.5	0.0%	100.0%	LE	Y	N	0.44
139	National Guard FOA DA Civilians	# of personnel actions executed per year	3.4	110,311.9	0.0%	100.0%	Y	Y	Y	1.00

## PAF Summary

No.	Program	Metric	FY07 APPN (\$ M)	Cum (\$ M)	% TOA	Cum % TOA	Q1	Q2	Q3	OMB Score
140	Civilian Personnel Field Agency (CPFA)	Planned vs. milestones met for Resumix, PROMAC, and CIVPERS IT systems	3.1	110,315.0	0.0%	100.0%	Y	Y	Y	1.00
141	U.S. Army Nuclear and Chemical Agency	# of reviewed, developed, and issued ICDs/CDDs/CPDs with nuclear requirements; # of revised NATO/ABCA, NBC STANAG/QSTAGs that are in force; # of Army reactor sites inspected; # of new findings, and # of NBC surety site visits conducted; # of new NU officers trained and # of managed officers; # of trained NDT officers, # of trained NDT enlisted, and # of deployed NEAT teams	2.7	110,317.7	0.0%	100.0%	Y	Y	LE	0.88
142	Integrated Logistics Support (ILS) Program Management	% ACAT I and II programs with RMS as an approved KPP; % ACAT I and II programs implementing PBL strategies	2.5	110,320.2	0.0%	100.0%	LE	LE	LE	0.75
143	Army Biological Surety Program	% labs in compliance	2.3	110,322.5	0.0%	100.0%	N	N	SE	0.25
144	MPMIS	Satisfy 97% of demands for system upgrades, enhancements, & change packages	2.1	110,324.6	0.0%	100.0%	Y	Y	Y	1.00
145	Fingerprinting	% cost growth per set of prints for ANACI and NACI	2.1	110,326.7	0.0%	100.0%	LE	LE	LE	0.75
146	IGNET	% of electronic transactions for each element	1.2	110,327.9	0.0%	100.0%	Y	Y	Y	1.00
147	Defense Travel System	% DTS usage at deployed sites	0.0	110,327.9	0.0%	100.0%	LE	LE	LE	0.75
148	Global War on Terrorism (GWOT)	no metrics	0.0	110,327.9	0.0%	100.0%	Y	Y	Y	1.00
<b>110,327.9</b>										

Conceptual Alignment of Army Programs to the Army Strategy Map*																		
Vision--Relevant and Ready Landpower in Service of the Nation																		
Mission: To Provide Necessary Forces and Capabilities to the Combatant Commanders in Support of the National Security and Defense Strategies																		
Provide Relevant and Ready Landpower for the 21 <sup>st</sup> Century Security Environment					Train and Equip Soldiers to Serve as Warriors and Grow Adaptive Leaders					Sustain an All-Volunteer Force Composed of Highly Competent Soldiers that are Provided an Equally High Quality of Life			Provide the Infrastructure and Support to Enable the Force to Fulfill its Strategic Roles and Missions				Secure Financial Resources and Legislative Authorities to Meet Requirements	
Support Current Global Operations with Relevant & Ready Landpower	Build a Campaign-Quality Modular Force with Joint and Expeditionary Capabilities for Today and Tomorrow	Develop LandWarNet Operational Capabilities	Execute Major Acquisition Programs	Restructure Army Aviation	Reinforce our Centerpiece: Soldiers as Warriors	Train Soldiers	Enhance Combat Training Centers	Grow Adaptive Leaders	Equip our Soldiers	Recruit and Retain the All-Volunteer Force	Care for Soldiers and Army Families	Improve Soldier and Family Housing	Adjust the Global Footprint to Create "Flagships of Readiness	Implement Business Transformation Initiatives	Develop the LandWarNet Institutional Infrastructure	Enhance Strategic Communications		
AC Manpower	AC Manpower	Info Ops	Maneuver	Air Optempo	Initial Military Tng	Air Traffic Control	Ground OPTEMPO	Initial Military Tng	Modernization Fielding	AC Manpower	Army Claims	Army Family Housing	Air Traffic Control	DA Management Activities (Core Mgmt)	Horizontal Tech Integration	DA Management Activities (Core Mgmt)	DA Management Activities (Core Mgmt)	
Air OPTEMPO	Air OPTEMPO	Horizontal Tech Integr	Training Ammunition	Advanced Technology Dev		Anti-Terrorism	Advanced Warfighting Experiments	Professional Development & Education	MSCA Non-Standard Comms & Equip	AC Pay Other	Army Community Services	MILCON	Ammunition	HQDA Studies Program	HQDA Mgmt Activities Info Mgmt (Automation)	HQDA Management Activities Information Management	DFAS	
Ground OPTEMPO	Ground OPTEMPO	Network	Air Defense	Aviation		Army Force Mgmt School	Tng Support & Operations Range Modernization & Opns	Publishing - Army wide	RC Equipment Modernization	Army Recruiting and Retention	Army Inspector General Agency	Unaccompanied Personnel Housing	Anti-Terrorism	Paperless Contracting	Installation IT Infrastructure	Army Knowledge Mgmt	HQDA Management Activities Information Management	
Ammunition	APS/AP3		Aviation	Command & Control		Air OPTEMPO	Tng Spt & Opns		Maneuver	HQDA Studies Program	Army Review Boards Agency		Army Biological Surety Program		Network	Public Affairs Support to Army	Army Knowledge Mgmt	
APS/AP3	Command & Control		Fire Support			Ground OPTEMPO	Tng Spt Systems Modernization		Air Defense	Human Resources Mgmt	Child Development Services		Army Environmental Programs		Production Base/ Base Level Comm. Equip	Army Museum Program	Public Affairs Support to Army	
Army Inspector General Agency	Advanced Warfighting Experiments		Army Test and Evaluation Support			Critical Skills Training			Aviation	RAND Arroyo Center	Command Programs		BRAC		Tech Spt of Info Sys Engineering Missions	Command Programs	GFEBS	
Army Audit Agency	Applied Research		Command & Control			Foreign Language			Fire Support		Health Care		Contracting			Publishing - Army wide	AMHA- Executive Agent	
Command & Control	Army Concept Development & Prototype Exp.		Intelligence & Electronic Warfare			Initial Military Tng			Command & Control		Human Resources Mgmt		Facilities Operations			Spirit of America & AF Inaugural Support	Army Audit Agency	
CONOPS	Contracting		Ammunition Production Base			Intelligence			Intelligence & Electronic Warfare		Mass Transit Subsidy		Facilities Reduction Program				Defense Travel System	
Contracting	Fingerprinting		War &Operations Ammunition			Mapping			Mobility		Medical Combat Development		FECA & Civilian Injury/ Illness Compensation				HQDA Mgmt Activities Info Mgmt (Automation)	
DFAS	Field Force Engineering		Advanced Technology Development			Nuclear, Biological, Chemical (NBC)			Combat Service Support		MILCON		Installation IT Infrastructure					
Depot Maint	HQDA Studies Program		Mobility			Professional Development & Education					SDT- Quality of Life		Installation Physical Security					
Field Force Engineering	ILS Program Mgmt		Basic Research			Publishing - Army wide					Soldier Tng and Education		Installation Preparedness for WMD					
Foreign Language	Intelligence		Manufacturing Technology			RC Training Support					USASC Safety Program		Installation Services					
Info Ops	Logistics Automation		Army Concept Development			RC Equipment Modernization					Youth Services		Law Enforcement					
GWOT	Logistics Readiness Support		Modernization Fielding			Training Ammunition							MILCON					
MILCON	Medical Combat Development		Army Acquisition Executive Support			Training & Doctrine Development & Distributed Learning							Misc Mission Support Activities					
Mapping	MILCON		Applied research			Tng Spt & Operations Range Modernization & Opns							Non-Tactical Vehicles & Base Level Comm. Equip					
Public Affairs	RCAS		Combat Service Support			Tng Spt & Opns							Overseas Military Banking Program					
RC FTS	Simulation & Modeling for Acq, Req, & Tng		RDTE Mgmt Activities			Tng Spt Systems Modernization							Special Interest - Manning					
RC Manpower	Special Interest - Manning					Regional Training Site Medical							Special Interest - Other					
SDT-Mil Supplies & Equip	RAND Arroyo Center												Sustainment					
Special Interest, Other													RAND Arroyo Center					
Transportation Operations													Defense Message System					
War & Operations Ammunition																		
Air Traffic Control																		

